



The CJA Monitor



Volume 1, Issue 3 *Hampton-Newport News Criminal Justice Agency* Summer, 2004

From the Director

On June 30th, the CJA ended the fiscal year with a record number of placements to CCD, exciting plans for the new year, and farewells to two staff who, because of budget limitations, would not be returning. Thinking back over the past year is pretty exhausting for most of our folks. And, I recently realized that thinking ahead – with all of its changes and challenges - is much like trying to eat an elephant. Most everyone has heard the next part of that expression...“you have to do it one bite at a time”. In addition to this, when it comes to eating an elephant:

- It takes some time to get used to...it is after all an acquired taste;
- It doesn't always go down easy;
- It's hard to decide where to start;
- It can be a little tough;
- It can seem overwhelming at best, and, most of the time, impossible; and
- It's easier when everyone helps out.

The elephant that the CJA is currently working on is a big one. Our basic goals include efficiency and effectiveness in what we do; dealing with imposed changes; utilizing evidence based practices for reduced recidivism, crime, and victimization; and sustainability. These basic goals have remained relatively unchanged over the past several years in regard to overall intent – the change is

found in the progress made and the progress yet to come.

To our credit, the CJA has already tackled part of the elephant. We have a mission as well as a vision for the agency – both key elements for organizational sustainability. Additionally, we have: annual goals and objectives, data collection and analysis, a thorough new employee orientation process, a strong employee training program; and the support of our judges, prosecutors, police, jails, treatment providers, community organizations, and others.

There is still plenty of the elephant left for us to work on. During this summer, the CJA is introducing two enhanced anger management programs, a Recovery & Relapse Prevention program, additional batterer's intervention programs, fee collection, and a voucher program. We are also expanding our internship and volunteer opportunities, applying for additional funds to expand staffing and services, and beginning a new in-house training series designed to help staff manage stress, changes, and the many things they face every day.

Additional work on the elephant is planned for the next twelve months. Included in these plans are additional groups (the shoplifters group and possibly a cognitive skills program), new assessment procedures, completed review and revision of our standard

operating procedures, group supervision, and satisfaction surveys. We also hope to explore program options for prostitutes and develop a Community Service Coordinator position.



Yes, the elephant in front of us is big – and it is overwhelming. However, we are taking it one bite at a time, have already started, and, by working together, it will be easier.

Tracey L. Jenkins

Director

View this and other Hampton-Newport News CJA publications on-line by visiting our new website at :

www.hampton.gov/cja

Why Won't They Just Do What They Are Told?

In the criminal justice arena, this question is asked over and over again. Judges, case managers, officers, attorneys, and even counselors ask the question – or the more current version, “Why

“Why don't they just get it?”

d o n ' t
they just
get it?”
“T h e y ”
are the
p e o p l e

who commit some type of crime and keep messing up, coming back, or failing.

Over the past several years, much has been done to try to answer the question and explain it to those of us working with offender populations. The answer is pretty simple; it's the solution that is hard.

The simple answer: *“They” don't think like “we” do.*

Think of a meeting you may have attended recently. Did most people around the table have a day planner, calendar, or PDA with them? If another meeting was set, didn't most everyone check their schedule? More than likely, your answer to these questions is “yes”. Now, think back to the last few times you had offenders in front of you or in your office. How many of them had a day planner, calendar, or PDA with them? Did they pull out schedules and mark their next court or appointment date? Chances are the answer to these questions is “no”.

In 1992, Judge Dennis Challeen from Minnesota wrote The Norp Think Factor, a humorous approach to understanding how people think. He defines a NORP

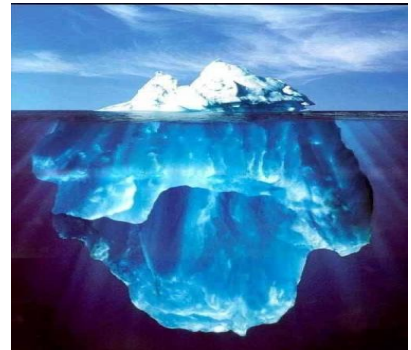
as a “Normal Ordinary Responsible Person who is self reliant, understands responsibility, and has the ability to recognize his/her problem and self correct.” Judge Challeen uses other terms in his book and presentations such as Slick, Slug, NORP Warp, Super NORP Warp, and Munchkin Mentality. For those who have been through a drug court planning process or exposed to cognitive behavior programming, you've learned about the thought process in slightly different terms. Regardless of which modality of education you've been exposed to, the premise is basically the same -- people think differently. We have each been exposed to a different set of factors which have shaped how we think.

Most of the individuals cycling through our doors don't think in the same ways that those on the “right side of the law” do. Their frame of learning social norms is much different. If we expect someone who has thought one way for 20 or 30 years to straighten up and basically think a different way just because a group of “professionals” tells them to, then we are all set up for failure and disappointment.

The way a person behaves is only their surface – like an iceberg, the behavior is what is above the water and seen. However, below the surface is a much larger foundation. Remember the Titanic - it was what was *below* the surface that did the damage. For people, this foundation is made up of feelings, beliefs, attitudes, and values.

As previously stated, the solution

to stopping those who commit crimes, keep messing up, coming back, or failing is the hard part.



As long as the structure below the surface never changes, then the behaviors won't change.

For some people, it doesn't take much to change the foundation of feelings, beliefs, attitudes, and values; for others it takes much more. What is it they say about someone who keeps watching the same movie over and over, expecting a different ending each time? The same can be said about some approaches taken with offenders. Why do we keep doing the same thing expecting a different outcome; expecting them to finally “get it”? Why do we expect them to be motivated to change just because we tell them to?

If we want to see change in behavior, then we have to be willing to work with what is below the surface. We have to do what we can to help bring about the motivation to change, be responsive to the individual's framework and learning style, and recognize that rewards and punishments are part of the process.

Stages of Change

Understanding the stages of change is one way to understand how people move from one way of thinking or behaving

to another. The stages of change are taught and applied in many different disciplines from child development (such as

learning to walk) to treatment (such as for alcohol or drug abuse). They apply to individu-

(Continued on page 3)

Stages of Change

(Continued from page 2)

als, groups, and organizations. Depending on the complexity of the change, such as an organizational restructuring, it is also possible to be at different stages at the same time. The stages of change include:

1. Pre-contemplation
2. Contemplation
3. Preparation/Determination
4. Action
5. Maintenance
6. Relapse/Recurrence.

The *pre-contemplation stage* is the most difficult if you are trying to work with someone who is in

this stage. This stage is characterized by denial and projection of a problem onto someone or something else. The person isn't even considering change at this stage. In correctional and treatment settings, the challenge of helping someone move from this stage to the contemplation stage is often difficult and frustrating.

In the *contemplation stage* there is some acknowledgement of a problem and some consideration of change. This stage is characterized by ambivalence and uncertainty towards change.

A commitment and plan to change is made during the *preparation/*

determination stage.

During the *action stage*, steps are taken to make the change, but stability has not yet been reached.

The *maintenance stage* is where the initial goals of change have been met and efforts to maintain the change – the new habits and thinking - are made.

The *relapse/recurrence stage* is typically applied to behavioral changes. During this stage a recurrence of symptoms/relapse in behavior is experienced. For some, recycling through the stages of change again to maintenance can be very quick; for others it can be a long process.

Call For Interns & Volunteers

Each year, the CJA works with thousands of individuals living in Hampton and Newport News. During this past fiscal year alone, the CJA had approximately 5,000 individuals placed under our supervision.

With the number of clients we see, and the various scenarios we are presented with on a daily basis, the CJA provides a rich environment for all types of students wishing to develop a strong base of experience while still in school. We offer a wide variety of internships for serious, dedicated students.

Internship Opportunities

Administrative Assistant and Secretarial: These internships are open to students seeking a degree or certificate that would lead to Administrative Assistant or Secretarial positions.

Community Corrections Division: This internship is open to under-

graduate and graduate students interested in public safety, criminal justice, sociology, social work, psychology, education, counseling, or similar areas.

Data Management & Evaluation:

This internship is open to undergraduate and graduate students interested in public administration, criminal justice, public safety, sociology, social work, psychology, mathematics, or other area. Working directly with the CJA's Data Management & Evaluation Analyst

Pretrial Services Division: This internship is open to undergraduate and graduate students interested in public safety, criminal justice, sociology, social work, psychology, or similar areas

Rotating: A Rotating Internship is a great opportunity for interns who only have a small number of hours to complete (less than 30). In this internship, individuals will

spend time in each of the above areas shadowing staff. Interns will be able to ask questions and be exposed to a broad spectrum of experiences and information

Volunteer Opportunities

Volunteers are a wonderful resource that the CJA welcomes. We have many needs for volunteers. Unless specified, volunteer opportunities extend to CJA offices in both Hampton and Newport News. Types of volunteer opportunities include:

- *Administrative*
- *Case Manager Assistant*
- *Community Service*
- *Employment Assistance*
- *Group Facilitator Assistant*
- *Investigation*
- *Support*

If you are interested in interning or volunteering with the CJA please contact Julie White, Deputy Director at jwhite@hampton.gov or 757/926-6967

Community Corrections Professionals Week

In recognition of the important efforts of community corrections professions, including pretrial officers, Governor Mark R. Warner declared **July 18-24,**

2004 Community Corrections Professionals Week.

Hampton-Newport News CJA Fiscal Year 2004 Highlights

Special Projects

During FY2003-2004 the CJA has brought many projects to fruition.

These projects include: the completion of the first recidivism study conducted offenders sentenced to local community probation; the publishing of a quarterly news letter (which is distributed to local and state stakeholders); the publishing of a monthly in-house Agency news letter for staff; the development of both internal and external websites for the CJA (www.hampton.gov/hnncja) and an external website for the CCJB (www.hampton.gov/hnncjb) and the completion of Standard Operating Procedures for the Pretrial Services Division.

Pretrial Services

During FY2004 the Hampton-Newport News Pretrial Divisions:

- Conducted **5,626** pretrial investigations
- Conducted **755** bond hearing investigations
- Had **1074** placements to pretrial supervision
- Had an overall failure to appear to court rate of under **5%**
- Had an overall successful closure rate of **87%**
- Conducted almost **3,000** substance abuse tests

Community Corrections

During FY2004 the Hampton-Newport News Community Corrections Divisions:

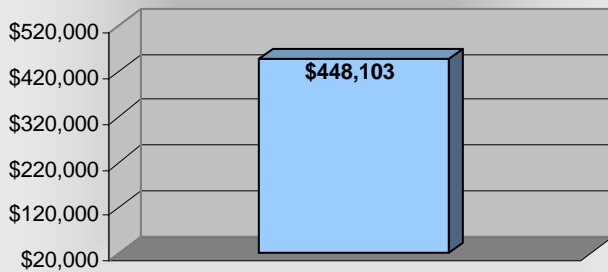
- Had a record high of **4,145** placements to Community Corrections supervision
- Had an overall successful closure rate of **72%**, up from 65% in FY2003
- Facilitated over **83,293** hours of

community service. equating to almost **\$429,000** in free, unpaid labor, which directly benefits the Cities of Hampton and Newport News

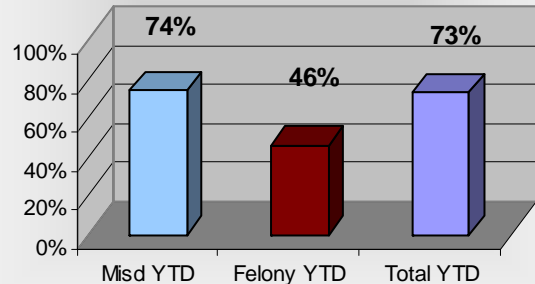
- Referred **295** clients to substance abuse education or counseling; **196** clients to anger mgt; **262** clients to batterers Intervention; **2,116** clients to community service work and about **85** clients for mental health evaluations



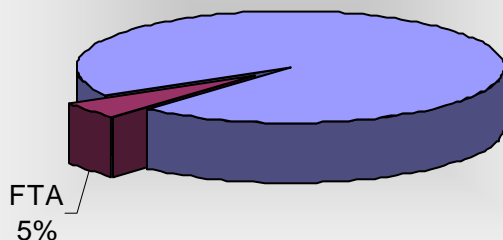
CJA Contributions to Hampton & Newport News
(Includes Community Service Hours, Court Cost and Fines Collected, and Restitution Payments)



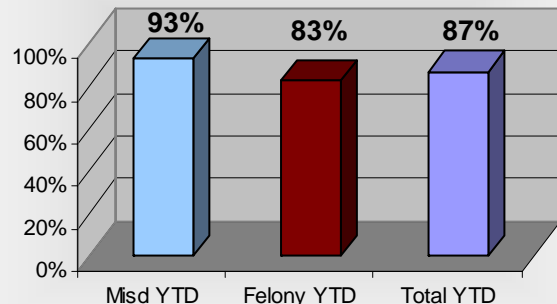
Successful Closure Rates
Community Corrections



Total Failure To Appear Cases
Pretrial Services



Successful Closure Rates Pretrial Services



The mission of the CJA is to promote public safety through the provision of community-based pretrial and post conviction programs, services and criminal justice planning to the Cities of Hampton and Newport News.

Mission Statement:

Hampton-Newport News CJA
136 Kings Street, VA
Hampton, VA 23669

The CJA Launches Voucher Program

CJA clients are typically responsible for paying costs associated with their treatment and programming needs. However, many clients come through our doors with little to no income, making their participation in appropriate treatment programming a hardship. In recent years, the CJA has had to eliminate funds dedicated to helping cover treatment and programming costs due to budget limitations. Frequently, clients are removed from treatment and programming simply because they cannot afford it.

The CJA is launching a voucher program to help assist

clients who have the greatest financial need. Under this program, individuals, organizations, or foundations may purchase vouchers from various treatment providers the CJA uses to help offset treatment costs. The vouchers will be used for clients in need as available. Guidelines govern the distribution of vouchers.

If you know of an individual, organization, or foundation that may be interested in this program, please contact Tracey L. Jenkins, CJA Director (726-5400).

Upcoming Events

Sept. 26-29, 2004: National TASC Annual Conference on Drugs and Crime - Arlington

October 3-6: National Association of Pre-trial Services Agencies (NAPSA) 32nd Annual Conference and Training Institute will be held in Tulsa, OK

October 3-6, 2004: International Community Corrections Association (ICCA) Annual Conference — Cincinnati, Ohio

Nov. 4-5, 2004: Virginia Community Criminal Justice Association Annual Meeting & Training Conference – Wintergreen

Editor: Andy Warriner. Please contact Andy with any comments or updates at: 726-5431 or awarriner@hampton.gov.

Congratulations !

Chief James D. Fox, recently appointed Chief of Police in Newport News.
Valla Olliver, recently appointed Chief Magistrate in Newport News.